

# **Transformation Installation Management Web Project**

## **Team Briefing**

**Dani Villiva  
Mike Graham  
Tom Hwang  
Debbie Pool**

# Agenda

- Group Development Stages
- The System
  - Input
  - Process
- My Role
- Outputs
  - New Articles
  - Updated Web Site

# Group Development Stages

Forming

Storming

conflicting  
Priorities

challenges

Norming

# The System

Inputs



Process



Output

# Inputs



**MIKE GRAHAM**

**TITLE:** Civil Engineer

**LOCATION:** West Georgia Area Office, Construction Division, US Army Engineer District Savannah, US Army Corps of Engineers, Fort Benning, Georgia

**TOM HWANG**

**TITLE:** Computer Specialist

**LOCATION:** Information Management Office, 34th Support Group, Eighth US Army, Yongsan, Korea



**DEBBIE POOL**

**TITLE:** Chief, Quality Management Branch

**LOCATION:** Quality Management Branch, Plans Division,, Installation Management Agency - Southwest Region

**DANI VILLIVA**

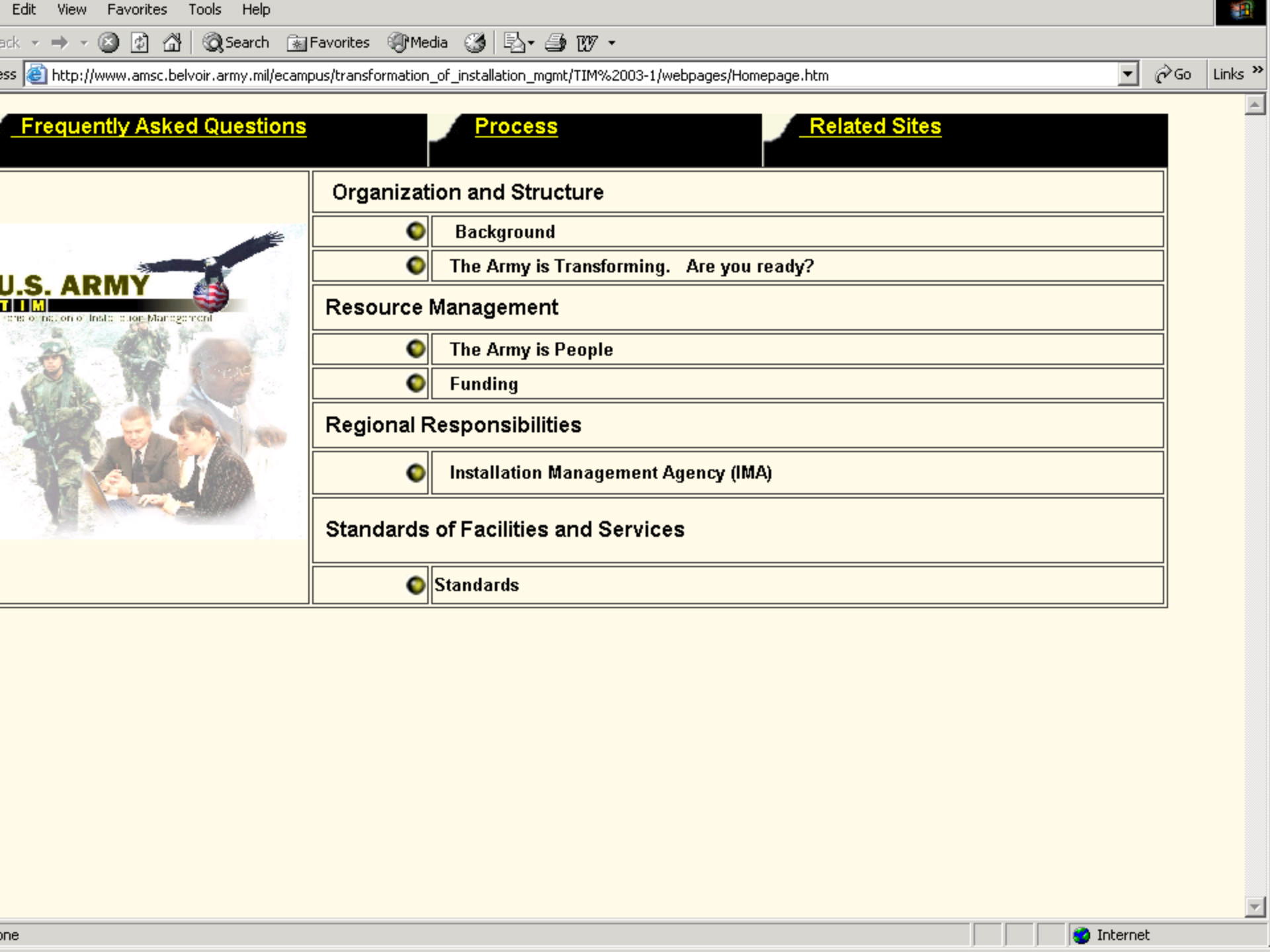
**TITLE:** Chief, Manpower Branch


**LOCATION:** Manpower Branch, Resource Management Division, Installation Management Agency - Europe Region, Heidelberg, Germany



# Inputs

Current TIM Web Page



<div><div>U.S. ARMY</div><div>TIM</div><div>Transformation of Installation Management</div><div></div></div>		<div><div><a href="#">Frequently Asked Questions</a></div><div><a href="#">Process</a></div><div><a href="#">Related Sites</a></div></div>	
		<div>Organization and Structure</div>	
		<div><div></div><div>Background</div></div>	
		<div><div></div><div>The Army is Transforming. Are you ready?</div></div>	
		<div>Resource Management</div>	
		<div><div></div><div>The Army is People</div></div>	
		<div><div></div><div>Funding</div></div>	
		<div>Regional Responsibilities</div>	
		<div><div></div><div>Installation Management Agency (IMA)</div></div>	
		<div>Standards of Facilities and Services</div>	
		<div><div></div><div>Standards</div></div>	







## Background

"...Our commitment to meeting these challenges compels comprehensive transformation of The Army. To this end, we will begin immediately to transition the entire Army into a force that is strategically responsive and dominant at every point on the spectrum of operations."

### The Army Vision

The Army Vision sets the stage to foster transformation within the Army. Transformation of Installation Management (TIM) is the Army-wide centralized installation management initiative that changes the way The Army manages base operations and support functions. Transforming installation management to a centralized corporate structure enhances the Army's ability to provide consistent and standardized services for installations, eliminate duplication of effort and reduce layers of management. It provides a corporate structure that is focused on installation management, eliminates migration of installation support dollars, provides a mechanism for equitable delivery of services and generates regional efficiencies. This initiative streamlines the flow of funding directly from the Installation Management Agency to garrison commanders so they can better plan and execute installation support programs.

IMA provides high quality, reliable, and efficient services through regional offices under the Installation Management Agency. The first phase of TIM includes moving positions and employees above the installation level to the Installation Management Agency (IMA). The IMA enables the Army to combine resources, link regional efficiencies, and enforces comprehensive Army-wide standards at installations. IMA will provide policy, direction, and resources matched with approved standards sufficient for installation managers to deliver consistent and predictable services to all customers and assume many of the "housekeeping" functions of the MACOMs.

After extensive analysis, seven regions were selected to provide equitable, effective and efficient management of Army installations worldwide. Regional offices will manage execution functions for all Army installations and garrisons within a geographical area in support of mission readiness and execution, enable the well-being of soldiers, civilians and family members, improve infrastructure, and preserve the environment. Implementation plans will outline responsibilities, lines of command authorities, and customer relations' procedures prior to implementation. This will include procedures for major commands to express and command unique requirements.

Major components of the transition will be phased in over a two-year implementation period: During fiscal year 2003, the former major command workforce will remain in its current locations, shifting focus to support IMA regional offices. Funds will be fenced and major commands will serve as "bankers" for resources under operational control of the IMA regional directors. During fiscal year 2003, garrisons will remain on major command organizational documents. During fiscal year 2004, the IMA headquarters will fund garrisons directly, garrisons will be moved to the IMA organizational document, the redesign of IMA





## The Army is Transforming. Are you Ready?

Transformation has started and you need to be ready. The more information you have regarding the transformation of installation management (TIM) (formerly known as Centralized Installation Management (CIM)), the better equipped you will be to handle the challenges facing all of us in the Army's transformation journey. TIM resulted in the establishment of the Installation Management Agency (IMA) under the Assistant Chief of Staff for Installation Management (ACSIM). The IMA will ensure that Base Operations (BASOPS) dollars are not diverted to mission requirements. We believe that IMA will provide better business practices to ensure funds are properly directed to maintain our installations.

The Army is implementing TIM without the benefit of having all the operational answers up front. This is in concert with the corporate way of doing business. People in the Army are not accustomed to operating in an environment in which we do not have all the answers (e.g., doctrine, organizational structure, standard procedures, manpower). We believe that this method of implementing change will become the standard and not the exception. This is the way the Army is transforming and in our opinion it will continue this way in the future.

The Chief of Staff of the Army (CSA), on 22 June 1999, set the stage to foster transformation within the Army by stating, "Army readiness is inextricably linked to the Well-Being of our People. Our success depends on the whole team -- soldiers, civilians, families -- All of whom serve the Nation." The CSA, based on Secretary White's priorities, initiated a top-down review of Headquarters, Department of the Army (HQDA) structure. The goal was to structure the headquarters into an integrated staff more responsive to rapidly changing institutional and operational missions. A Realignment Task Force was chartered on 1 June 2001. The task force, consisting of about 30 senior civilian and military members, looked at all aspects of the headquarters' functions to include: acquisition, headquarters management, human resources, information management, logistics, installation/facilities management, operations, training, intelligence, requirements development, resource management, external affairs, and civil works.

As a result of this review, the Assistant Secretary of the Army for Installations and Environment and the ACSIM centralized the management of installations Army-wide. This is an extension of management systems already existing in United States Army, Europe (USAREUR) and Medical Command (MEDCOM). Installation and MACOM's offices and personnel working on BASOPS will work under or be transferred to the regional office in their area. Elements performing BASOPS related functions in other parts of the Army staff will transfer to ACSIM. The guiding philosophy behind this review was to enhance effectiveness by clearly defining responsibility and authority within functional areas; realign fragmented organizations; eliminate duplication of effort; incorporate, where appropriate, better business practices and organizational concepts that were successful in major corporations; and optimize the use of technology.

On 30 October 2001, the Secretary of the Army approved the initial plan to centralize the Army's installation management functions under TIM. TIM would provide high quality, reliable, and efficient services through seven regional offices under the IMA. TIM is a facet of the Army's transformation to streamline its



## The Army is People



"The Army is people, Soldiers - Active, Guard, and Reserve - civilians, retirees, veterans, and families. People are central to everything we do..." (Transformation Roadmap). "The Army's strength is its people - its soldiers and its civilian employees," stated by Mr. James Wakefield, Deputy Chair of the Non-Core Competencies Working Group (Army LINK News: Privatization 'Third Wave' coming soon, by Dennis Ryan Pentagon staff writer). Even though the Army's motto is "taking care of people", that is not enough. In this fast moving transformation environment you need to take time to ensure your scorecard is current and you measure up! Army's Transformation of Installation Management (TIM) will affect us, the people.

People, more specifically, the Department of the Army Civilians (DAC) will play critical roles in the Army's TIM and the new organization under the Assistant Chief of Staff for Installation Management (ACSIM) called the Installation Management Agency (IMA). The Army can expect numerous challenges in the personnel arena as IMA evolves to its final organizational structure over the next few years. Many people in existing major commands (MACOM) and major subordinate commands (MSC) will transition into the new IMA. The Army needs to get the best people into the new IMA positions to maximize efficiencies and effectiveness. We will provide background information on transitioning people to TIM then discuss the personnel challenges of transitioning people to TIM.


In October 2002, the work performed by employees above installation level will transfer to the IMA regions. The Human Resources plan specifies that Transfer of function (TOF) procedures will be used by the MACOMs to identify US Appropriated Fund (AF) employees affected by the establishment of IMA. MACOM civilian personnel identified by TOF will be realigned to the IMA regional office for their current geographic region. Employees could remain in their current geographic location for up to two years. Beginning in early Fiscal Year 2003, IMA will seek volunteers from within its civilian work force to move to regional offices where vacancies exist. When qualified employees are not transferred through the TOF process, some regional offices recruit vacancies. As a new organization with an Army-wide function, the IMA headquarters will be staffed through merit promotion and other normal recruitment processes.

The operational start-up of the IMA regional offices will move around existing work, functions, and associated personnel from their MACOMs to new

FileEditViewFavoritesToolsHelp

BackForwardStopHomeSearchFavoritesMediaPrintW

Addresshttp://www.amsc.belvoir.army.mil/ecampus/transformation\_of\_installation\_mgmt/TIM%2003-1/webpages/fundingframe.htmGoLinks



# Funding

## Funding the Army with TIM

There's an adage that says "We show what we believe to be important by putting our *money* there." The Army's new long-range plans of funding installations convey that importance while providing a future installation focus on streamlining operations, realigning organizations and the workforce, standardizing services, recapitalizing investments, and – most important – reducing operating costs.

In the recent past, installation upkeep has not kept pace with improvements in the operational force because limited funds have been put where the greatest national Defense needs existed – into modernization and readiness of that operational force. Deterioration of installation facilities has occurred over a period of years, in part, because of insufficient sustainment, restoration, and modernization and other base support funding. The goal of the Transformation of Installation Management (TIM) is to develop high quality, cost effective and efficient, mission ready installations. Implementing this part of Army transformation will provide the operational Army the best possible support platforms within available resources.

Under TIM, the tenet of passing funds exclusively through *command* channels and holding commanders responsible for their control will no longer be perfectly accurate. Funding will pass from the Assistant Chief of Staff for Installation Management (ACSIM) through the Director of the Installation Management Agency (IMA), a field operating agency of the ACSIM, directly to the garrisons. Technically, the first *commander* in that funding chain is the Army garrison commander. The "old flow" of installation support funding, through Army Major Command (MACOM) commanders, through installation commanders, to the garrisons – with opportunities at each level to migrate funds to other, more pressing, mission needs – is a thing of the past. Authority and ability to do this type of funds migration now exists only at Department of the Army level.

Decisions on how installation support funds are distributed are made based on management models run at Department of the Army level. The keys to ensuring the accuracy of data in those models are a series of databases and reports. Primary among those are the Army Stationing Installation Plan (which contains information about organizations assigned to the installations and the kinds of facilities they require), Real Property Planning Analysis (which contains information about the availability of facilities to meet organizational needs), and Installation Status Report – Infrastructure (which contains information about the condition of available facilities on installations). Information in these databases and reports must be validated where the true needs exist *at garrison level* in order to ensure proper allocation of limited funds. This information will feed into the Army Installation Management-Headquarters Information (AIM-HI) system which ACSIM uses as an analytical tool to generate a balanced and consistent program for Base Operations in the Program Objective Memorandum.

Internet



# Installation Management Agency



Establishment of the regional office concept is the implementation arm of the Installation Management Agency (IMA). This is the basis for the transformation movement regarding installation management. These regional offices will be the oversight for regional efficiencies and facility management on the installations. Through this corporate oversight efficiencies will be identified and savings will occur.

On 1 October 2002, Secretary of the Army, Thomas E. White, officially activated the IMA in a Pentagon ceremony. Concurrently, the Regional Offices (RO) of the IMA also assumed responsibility for installation support for soldiers, civilians and families stationed under the respective regional offices. Sixteen regional offices, (Northeast, Southeast, Northwest, Southwest, Pacific, and overseas (Europe and Korea)) support installations and their activities worldwide. Collectively, each RO's missions will be to provide equitable, efficient and effective management of Army installations to support mission readiness and execution, enable the well-being of soldiers, civilians and family members, improve infrastructure, and preserve the environment.

In FY03, all installation garrisons will remain on the MACOM TDAs and receive their funding through MACOM channels. Also, installation garrison's reporting and management will continue to flow through the IMA structure. In FY04, IMA headquarters will fund garrisons directly and garrisons will be moved to the IMA organizational document. The garrison commander will continue to be rated by the regional director and senior rated by the senior mission commander. IMA made special temporary arrangements for small installations and those installations primarily funded by funds other than OMA. Therefore, those installations whose principal funding is other than OMA will be managed somewhat differently. These installations include those funded through: Army Working Capital Fund, Transportation Working Capital Fund, and Defense Health Program Fund as well as Government-owned/Contractor Operated and Chemical Demilitarization sites. The "small" installations with no separate garrison commander were also managed somewhat differently. These "special" installations will continue to receive their mission funding used for installation management through MACOM channels. Regardless of the command and control differences of the "special" and "small" installations, all installations worldwide will be managed to standards with consistent and equitable delivery of services. However, by FY05 the redesign of the IMA business processes will be completed and the ROs will be staffed to service all installations.

The IMA ROs will oversee policies, programming and oversight of installation and housing programs for Active and Reserve Components for Title 10 authorities. These authorities pertain to design, construction, maintenance, security, and repair of buildings and facilities; real property acquisition, facility



## Standards of Facilities and Services

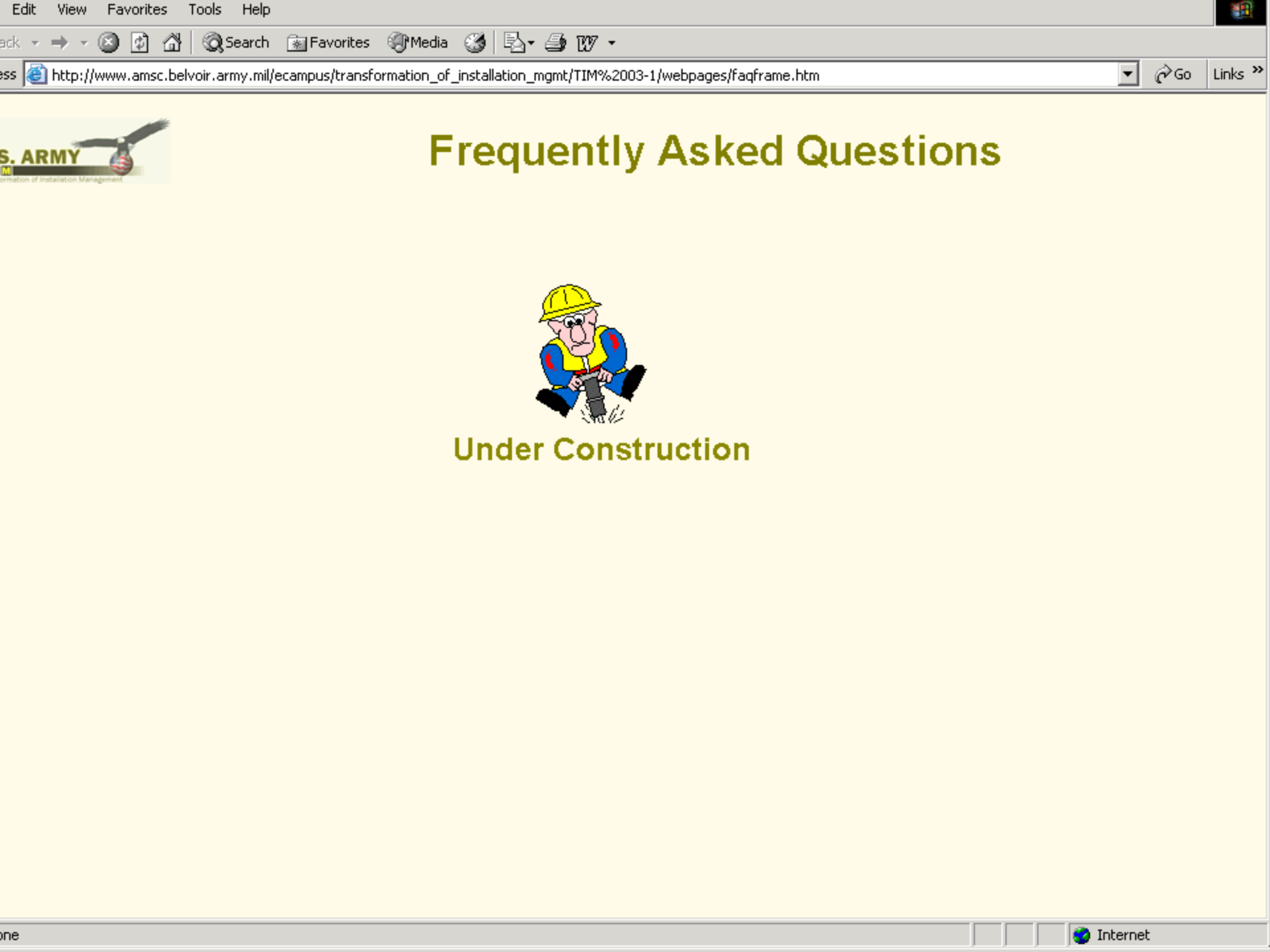


The responsibility of the Installation Management Agency is to ensure that the BASOPS funds entrusted to Garrison commanders are spent wisely. The intent is to ensure that all customers receive excellent facilities and services throughout the Army. Garrison Commanders will execute their budgets to standards established by the Army.

The TIM created the IMA to manage the Army's installations efficiently and effectively. "The Army will manage installations as strategic assets while reducing infrastructure requirements." (The Army Plan 2004-2019, page 97) One of the objectives from The Army Plan states that the Army "set standards for facilities and services applicable across the force..." Providing standard level of support for services and facilities will allow IMA to manage installations more efficiently and more effectively. This article identifies the importance and charter that IMA will deal with in standard levels of support for services and facilities.

The Assistant Secretary of the Army for Financial Management and Comptroller (ASAFM&C) implemented the Army Reimbursable Policy in FY 00. The policy states that Army installations provide a standard level of support (SLOS) of base support services to all Army customers. Army customers will reimburse the host installation for services requested above the standard levels. Reimbursements will be accomplished through normal financial transactions. In FY 00, the Installation Management Steering Committee (IMSC) created a working group to define the Army's non-reimbursable baseline services. The working group developed the baseline for Operations and Maintenance Army, Operations and Maintenance Army Reserve, and Operations and Maintenance National Guard, installations providing base support services to other Army (on-post activities) on a non-reimbursable basis.

Implementation of the baseline in FY 03 will not automatically guarantee full funding. It will better articulate the requirements and cost for providing the Army's essential base support services. Based on the available resources, the goal is to distribute funding equitably across the Army CONUS installations to provide the baseline standard level of support. It is anticipated that feedback from the trial implementation will allow the IMA to properly program resources in the Program Objective Memorandum (POM) process and seek reprogramming authority and/or adjust/revise the baseline level of services to be consistent with actual resourcing constraints. IMA was established to ensure that funding would be executed in accordance with the Congressional appropriation for maintenance and operation of facilities on Army installations.





# Process

## SBLM Class 02-3

- Presentation
- Authors

## SBLM Class 03-1

- Presentation
- Authors





## Related Sites

ACSIM Homepage: <http://www.hqda.army.mil/acsimweb/homepage.shtml>

Army Knowledge Online: [https://www.us.army.mil/portal/portal\\_home.jhtml](https://www.us.army.mil/portal/portal_home.jhtml)

Army Transformation, Fort Lewis: <http://www.lewis.army.mil/transformation/>

IMA Homepage: <http://www.ima.army.mil/index.asp>

Region Map: <http://www.ima.army.mil/regions.asp>

Transformation Roadmap: [http://www.army.mil/vision/transformation\\_roadmap.pdf](http://www.army.mil/vision/transformation_roadmap.pdf)

U.S. Army Home Page: <http://www.army.mil/>

U.S. Army Transformation: <http://www.army.mil/vision/transformationinfo.htm>

# The Process

- Update Current Articles
- Web Site Organization
- Brainstorming New Articles
- Research Challenges
- Story Boarding



Working as  
a Team

# Deb's Role

- Manage Schedules
- Topics
  - Standard Levels of Service
  - Productivity Management
  - Installation Partnering
- Challenges
- Final Products

# Tom's Role

- Manage Schedules
- Topics
  - FAQs
  - Story Board
- Challenges
- Final Products

# Dani's Role

- Manage Schedules
- Topics
  - Army Baseline Services
  - Child and Youth Services
- Challenges
- Final Products

# Mike's Role

- Manage Schedules
- Topics
  - Facilities Maintenance
  - Master Planning
  - Real Property Management
- Challenges
- Final Products

# Outputs



# U.S. ARMY

## TIM

Transformation of Installation Management



Army Transformation and TIM

Background

Implementation

Organization

Operations

FAQ

Topics of Interest

Resource Management

Human Resources

Infrastructure

Morale, Welfare, and Recreation

Quality Management

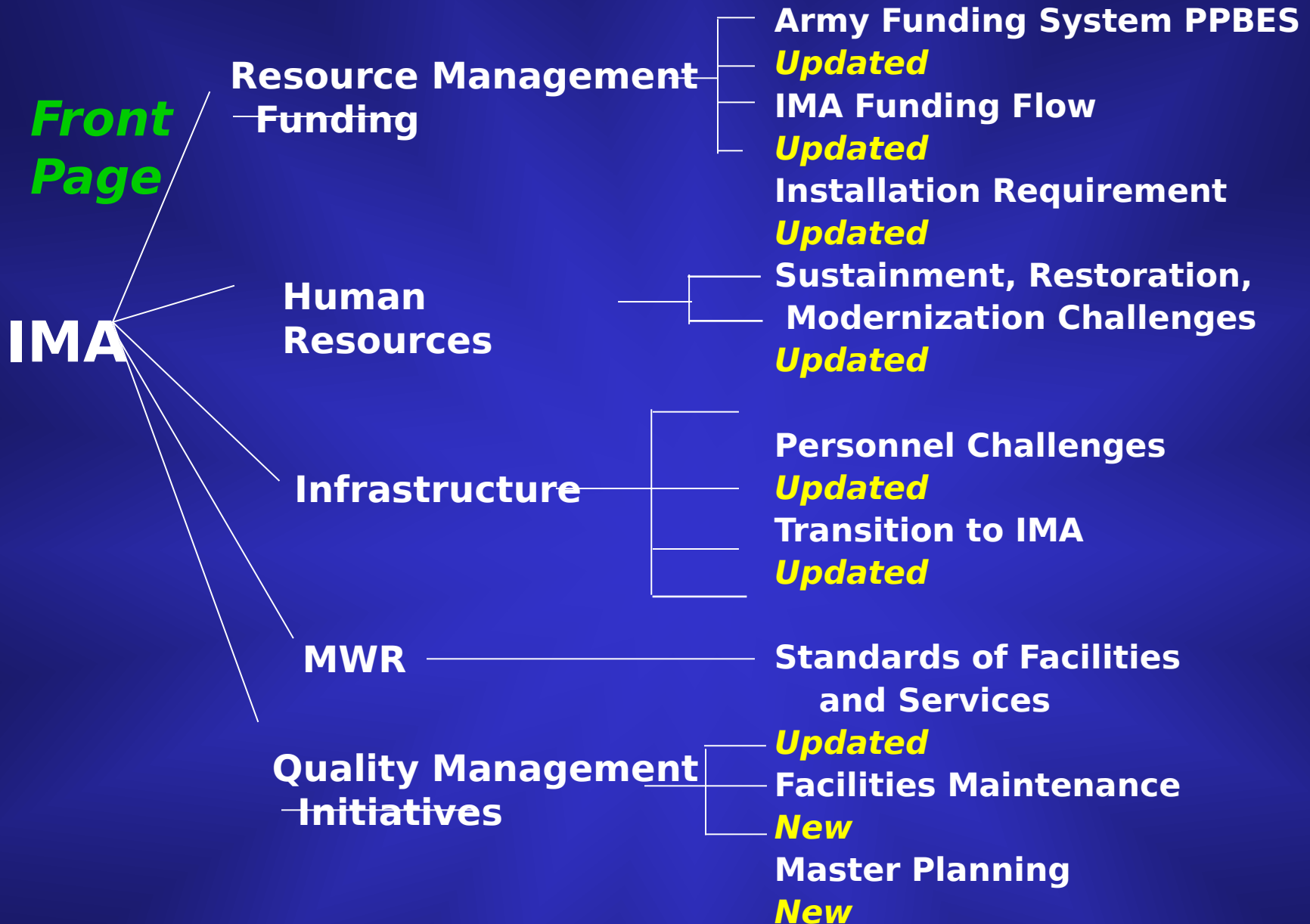
Updated 27 Jul 03

# Web Project Team, IMA 03-2

**Front  
Page**



# Web Project Team, IMA 03-2



# Web Project Team, IMA 03-2

**Facilities**

**Master Planning**

**Army Baseline**

**Productivity Management**

**Partnering for Base Support**

**Child & Youth Services**

Baseline Services/Equitable Resourcing

Metrics and Cost Estimates

Activity Based Costing/Management

and Productivity Reviews

Background on Partnering

GAO Insights into Partnering

# Conclusion

- Working as a Team
- Process
- Challenges
- Updated Web site

# The End

Questions?